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ABSTRACT

The course is for independent study by jail officers who must learn that, in addition to their routine tasks, they must be prepared to be well-trained, responsible professionals, making important decisions and avoiding the mistakes and disproven beliefs of the past. The jail administrator must continually wrestle with the problems of conflicting priorities, limited funds, deficient facilities, and a limited, often ill-trained jail staff; he must find ways to develop his jail as a progressive institution sensitive to the community's needs. In this section of the course on administration of jail operations, the reader is to define his jail's objectives, plan procedures and policies in keeping with these objectives, and decide whether these practices and procedures are in keeping with the changing role and objectives of the jail. Jail operations reviewed are: classification and evaluation of prisoners, admissions procedures, administrative policies (regarding correspondence, haircuts, clothing and food parcels, control of weapons), discipline, emergency procedures (for escape, riot, civil disorder), medical program, food services, sanitation, jail clothing, and records and reports. (SC)

Jail Management

A Course For Jail Administrators

Independent Study: Book 1: Administration Of Jail Operations

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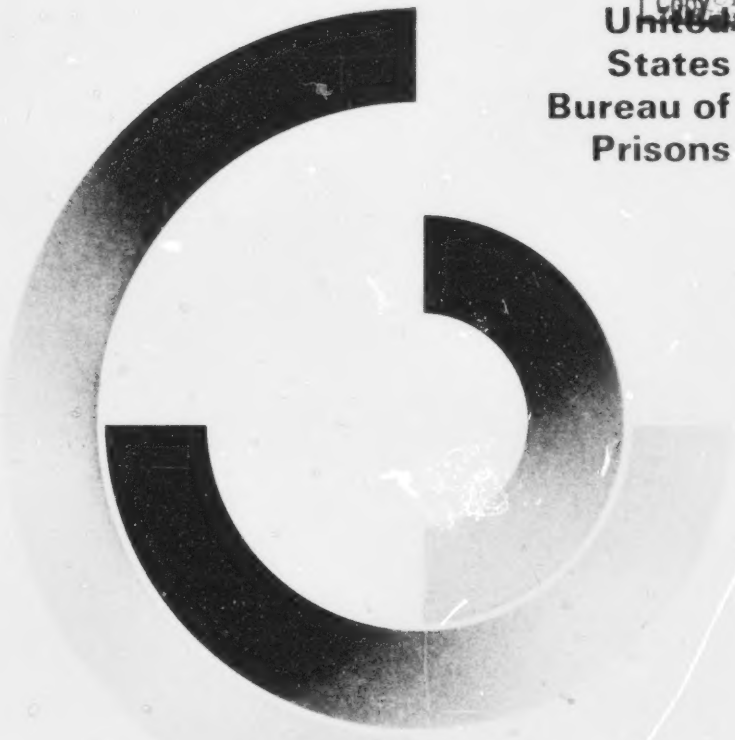
United States Bureau of Prisons



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Jail Management

A Programmed
Instruction
Course
based on the text,
The Jail:
Its Operation
and Management

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Preface

This course is for jail officers. It was written to help them assume the difficult and challenging demands of jail work. The course emphasizes that, in addition to the routine tasks which officers must learn to perform in the jail, they must also be fully prepared to serve an important function for society as well-trained, responsible professionals. Much of the jail officer's job will depend on his ability to make important decisions and to avoid the mistakes and disproven beliefs of the past. The course material includes discussions of mistakes which other men and women have made on the job. It is hoped that jail officers can learn from these things and avoid making the same errors. Naturally, there can be no substitute for actual on-the-job experience. But it is hoped that by participating in this course, jail officers will be better prepared to perform in a professional, competent manner on the job than if they were required to learn only "by doing."

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Madison, Wisconsin

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Note to the Reader

This course has been developed to permit you to participate in decision making and problem solving while you proceed through the material. To participate in this type of course, all you have to do is read carefully, follow instructions and complete each section. You cannot use this course like a magazine, that is, opening at the middle and flipping through the pages. It is very important that you *begin at the beginning* and read all the material. You will see that throughout the course, when you read some material, you will be asked to respond to written questions and then check your answer by comparing it to the printed answer appearing on the following page. In some sections, you will be asked to read a case study and then formulate solutions to problems presented in the study. Do not hesitate to write in the book whenever you are asked to, and if you are having any difficulty, simply re-read the pertinent material. It is strongly recommended that, whenever possible, you talk to at least one other person about the material in the case studies as they relate to local conditions and problems. (Naturally, a classroom discussion with other jail administrators would be ideal). If you do this, it is inevitable that the material will become more relevant to both of you and will be more useful to you in your work. We think you will enjoy learning in this manner, and hope that you will finish the course with a feeling of pride in your profession and confidence in your ability to function as a competent jail administrator.

BOOK ONE: ADMINISTRATION OF JAIL OPERATIONS

INTRODUCTION

Why Should You Spend Your Time Reading And Studying This Course?

Running a jail is not an easy matter, and your job is becoming harder and harder all the time. Although your staff is responsible for handling prisoners and taking care of much of the day to day operation of the jail, the final responsibility for everything that happens in the jail is yours. This is a weighty responsibility, every jail administrator must seek the best training he can to prepare him to meet this responsibility.

Never has the jail — and its administrator — been so visible to the community. And never has the jail contained as many paradoxes and problems as it does today. The jail administrator must continually wrestle with the problems of conflicting priorities, limited funds, deficient facilities, and a limited, often ill-trained jail staff. At the same time, now, more than ever, the administrator is expected to find ways to develop his jail as a progressive social institution, sensitive to the community's needs and flexible enough to change and improve along with the community.

The next few pages contain a brief outline of some of the pressing problems which confront today's jail administrator, problems which this course will help you deal with more effectively.

JAIL POPULATION:

Both the law and tradition have created serious management problems for the jail administrator. Jails traditionally have been required to hold both accused persons awaiting trial and offenders serving short sentences. According to law, accused persons must be assumed innocent and must therefore be accorded more privileges and freedom than those who have been sentenced. Differences in status between the accused and the sentenced force administrators to make an attempt to keep these persons separate wherever possible; housing and eating arrangements must be planned with this purpose. Accused persons must be accorded more freedom in the frequency of correspondence, telephone calls, and visits than sentenced persons. They must also be exempted from work details -- except cleaning their own cells -- unless they volunteer.

Since the jail has always been used as a convenient "storage" place for social misfits such as alcoholics, the mentally incompetent or insane, the homeless, and the indigent, the jail administrator must often hold these persons in spite of his knowledge that they cannot be helped in the jail and do not belong there. In some jurisdictions, jailers are even required by law to accept all persons presented for admission, even if they are seriously ill or injured. Although the jail has never been equipped or staffed to handle such persons, this practice will continue until more adequate provisions are made for them in the community.

FINANCING:

The jail performs a vital community service, and yet it still must compete for funds each year with a number of other services which are likely to have more appeal to voters and to decision-making bodies. It is often apparent that funding priorities are decided in light of the community's attitudes toward each requesting agency rather than on a basis of needs. Certainly, highways and schools are traditionally more popular issues with voters than jail improvement. As a consequence, the jail administrator often finds himself spending a great deal of time establishing good community relations and seeking support for his most pressing needs.

PERSONNEL

Serious salary deficiencies are a constant problem for the jail administrator. Inability to offer reasonable salaries affects recruitment, personnel retention and personnel training. And it is well known that in many jails, low salaries have attracted a number of persons to the jail who are lacking in educational requirements and lacking in enthusiasm for performing their jobs well. In addition, low funding has seriously limited the jail administrator's ability to hire specialists who are qualified to develop and implement effective correctional programs. Whatever the quality of the persons hired to do jail work, the large majority of them come unprepared by prior experience. In-service training is essential, and yet, ironically, jail administrators usually have no staff member who is qualified to do training and no funds to hire such a person.

PROGRAMS

Increasingly, communities are looking critically at their jails and are placing responsibility on the jail administrator to develop effective correctional programs designed to eliminate or reduce criminal behavior. The jail administrator who accepts his responsibility to develop and implement such programs takes on additional administrative problems. In many ways, the administrator must become a salesman: he must "sell" decision-makers and the community as a whole on his program ideas, and he must then be able to prove to them that his product lives up to his promises. This is often a complex and difficult task.

PHYSICAL PLANT

The pressure of an increasing population is spotlighting the inadequacies of existing jail facilities. According to the findings of the Crime Commission, thirty percent of the jails surveyed were 25 to 50 years old, and thirty-five percent were over 50 years old! Problems of many of these jail facilities include overcrowding, inadequate ventilation, and lack of space for needed programs. Aside from the obvious problems involved with administering such jails, the jail administrator often finds himself in the position of trying, once again, to "sell" the community and decision-makers on the need for a new or renovated jail and then must become actively involved with planning for such facilities.

The problems and responsibilities of the jail administrator do not end with the list you have just read. The challenges are great and the burden of responsibility rests with you. This course does not supply pat solutions for your problems; rather, it provides detailed analysis of your role as administrator and encourages you to think carefully about the problems which face you and seek thoughtful solutions. Through a number of case studies, the course provides a means of seeing the mistakes of others in your position and encourages you to learn from these examples and avoid making the mistakes that others have made in the past.

As jail administrator, you must fulfill three basic functions. These important functions are:

DEFINING OBJECTIVES:

The jail administrator must first decide upon the goals or purposes of his jail. Such goals may include: safekeeping and care of prisoners, prevention of escapes, development and implementation of correctional programs. Once he has decided upon these goals, he must turn his energies to selecting and developing procedures and methods through which these objectives, or goals, will be reached. He will then be able to evaluate his jail regularly by determining whether or not objectives are being met; and if not, further determining what will be necessary to bring the jail closer to its goals.

PLANNING:

All too often, jail administrators find themselves involved in "management by crisis." In other words, these people solve each problem as it arises without taking into account the long-range implications of the solution and without seeking means by which the problem can be permanently eliminated.

Much of this course deals specifically with the planning process. concerns include not only the important day-to-day decision-making and planning of procedures, schedules, and regulations, but, more importantly, the long-range planning necessary for improvement of the jail as a responsible community agency and as an important part of the criminal justice system.

MANAGEMENT AND CONTROL:

The administrator has a number of means available which he can use to monitor and control the jail operation. These include reports, records, and frequent evaluations. For example, an increase in the number of disciplinary reports may indicate to an alert administrator a rise in prisoner dissatisfaction. His evaluation of the situation may point to poor food preparation or menu planning, poor supervisory procedures or to some new and unpopular administrative procedure. If such a problem is recognized and analyzed, it is possible to seek solutions to the situation before it becomes a serious problem. Similarly, frequent evaluations of developing or existing programs and day-to-day jail procedures can be extremely useful to the administrator as a means of detecting difficulties and avoiding recurring or compounded errors.

This course is divided into a number of functional units which are: administration of jail operations, fiscal and personnel planning, program planning, community relations, legal problems and jail planning. By studying each unit carefully, you will begin to see how important it is for you to exercise your administrative functions and to develop a rational, well-organized approach to the problems and challenges which are facing you and your jail both now and in the future.

In summary, thoughtful study of this course will make you a more effective administrator by enabling you to analyze the present and potential problems you face and by assisting you to avoid or minimize them.

Administration of Jail Operations

It is strongly recommended that before you study this section, you read Book Two *Jail Operations*, of the Jail Officer's Course. There are several good reasons for doing so:

- You can brush up on skills that officers must perform and will be better able to manage and direct them.
- You will be able to initiate more efficient suggested procedures in your jail wherever they are apparently needed.

This section *The Administration of Jail Operations* was designed primarily for the jail administrator. you must define your jail's objectives and plan procedures and policies in keeping with these objectives. It is you who must review jail operations—security procedures, disciplinary practices, emergency plans, medical care, food preparation, laundry services, and record-keeping—and you must decide whether these practices and procedures are in keeping with the changing role and objectives of the jail.

EVALUATION AND CLASSIFICATION:

Since it is extremely difficult to evaluate prisoners when they are first brought to the jail, *a good administrative practice is to provide for a maximum security classification for each new prisoner and to re-evaluate this classification as soon as more is learned about him.* Two other general classifications—medium and minimum—should be used. This is not to suggest, however, that an involved system using complicated and detailed evaluations should be undertaken. This course recommends elimination of the trusty designation from the classification system. In place of this, prisoners should be assigned a "minimum security" classification. The reasons for this are:

- The term "trusty" is a very misleading one and leads jail officers to the belief that these persons can be trusted to function without *any* supervision.
- Contrary to the title, "trusty", a person with this classification *cannot* be trusted to work totally alone and unsupervised—he requires *some supervision*.
- A person with this designation should *not* be given authority over other prisoners and should *not* have any special privileges.

Are you still designating prisoners with minimum security classifications as "trusties" in your jail? If so, you should consider eliminating this term.

ADMISSIONS PROCEDURES

A great deal of space in Book Two of the jail officer's course was devoted to establishing guidelines for jail officers who must be involved in the admissions process. Naturally, it would also be extremely worthwhile for you to study this section. For it is you who must know what the legal requirements for jail commitments in your jurisdiction are and then develop the procedures and policies which will meet these requirements.

In some jurisdictions, requirements guiding the admission practice are very informal. However, in many jurisdictions there are very strict rules governing admissions procedures and practices. In fact, overlooking some of these requirements can bring legal consequences to jail personnel. Several important considerations which govern development of admissions procedures are:

Yes No

- Is your jail required by law to accept injured or ill prisoners, thereby placing responsibility for medical treatment with the jail? If so, do jail officers have immediate access to medical aid for new prisoners who are ill or injured?
- Is your jail staff permitted to exercise discretion in deciding, on medical grounds, whether or not prisoners can be admitted? If so, do you have guidelines to be used in deciding whether or not a particular prisoner will be admitted?
- Have you provided clear guidelines for jail officers who must decide whether or not a charge against a person brought for admission provides for legal commitment?
- Have you provided clear guidelines for jail admissions officers which provide all details of the commitment procedure which must be followed if legal requirements exist?
- Are you quite certain that each of your jailers understands the guidelines as you intended?

Administrative Policies

Every jail administrator must make policy decisions which will serve as guidelines for jail personnel. It is the administrator who must investigate a number of issues and then decide what his jail's policy will be regarding these issues. Jail officers do not make these decisions; jail administrators do. On the next few pages, several of these issues have been examined and arguments for and against certain policies are outlined. After reading these arguments, you should be able to make several practical policy decisions.

- *Correspondence*

Should the jail administrator establish or continue a practice of censoring prisoner mail? Arguments for and against this practice are outlined below. study them and then draw your own conclusions.

Some administrators use these arguments in favor of censorship:

- Mail censorship prevents escapes.
- Censorship prevents smuggling of contraband.
- Censorship prevents planning of future criminal activities.
- Censorship informs personnel of prisoner complaints and problems.
- Without censorship and control of mail, the load of incoming and outgoing mail would be unmanageable.

But they fail to consider these facts:

- It has never been proven that mail censorship prevents escapes. they occur *in spite* of the practice.
- Packages provide a much better source of contraband—and yet, they are permitted in most jails and are seldom carefully searched.
- Most planning of future criminal activities goes on *inside* the jail, between prisoners.
- Well-trained, effective jail personnel establish good relationships with prisoners and are informed *first-hand* of complaints and problems.
- In jails where censorship of mail has been eliminated and controls liberalized, there has been no measurable increase in incoming and outgoing mail load.
- Censorship of mail places barriers between prisoners and their families which hinder correctional goals.
- Personnel time is diverted from more important tasks when censorship practices are followed.

What is your policy decision on this issue?

• *Haircuts*

Should the jail administrator establish a rule which states that all prisoners who have long hair must be given a haircut? Arguments for and against this practice are outlined below; study them and then draw your own conclusions.

Some administrators use these arguments in favor of required haircuts:	**But they fail to consider these facts:**
• Long hair is unsanitary and endangers the health of other prisoners.	• Short hair can be just as unsanitary as long; the proper solution to the problem of unsanitary hair is to require regular washing with soap and hot water.
• Long hair harbors lice.	• Short hair also harbors lice; solutions to this problem lie in careful examination of all hairy body areas and effective treatment if lice are found.
• Long hair has no place in the jail.	• Scores of female prisoners are admitted to jails with long hair, and no one ever considers their long hair inappropriate to the jail.
• Long hair is a safety hazard when it is worn by persons who are operating dangerous machines which can catch their hair.	• When there is a danger of long hair becoming caught in a machine being operated by a prisoner, the person could be required to wear a hat or hairnet to control the hair.
• Long hair clogs shower and sink drains.	• When shower and sink drains become clogged in women's jail sections, the drains are easily removed and cleaned, or else chemical drain cleaners are poured down drains to eliminate the problem. Since drains seldom differ, the same practice can be followed in men's room drains.
• When male prisoners are allowed to wear long hair in jail, they will be attacked and beaten by prisoners who dislike their hair.	• When a prisoner is attacked by other prisoners because of his long hair, it is a clear indication that the jail is poorly supervised; the jail administrator has the responsibility to see that his staff is in control of the jail and does not allow attacks of any kind.
• The jail administrator has the authority to do whatever he feels is necessary to keep a prisoner under control in the jail.	• Increasingly, suits are being brought against jail personnel for forcing prisoners to receive haircuts; prisoners are arguing that such a requirement constitutes an assault and an infringement of individual rights. There are indications that these charges can be legally upheld.

What is your policy decision on this issue? _____

• *Clothing and Food Parcels*

Should the jail administrator allow a policy of permitting visitors to bring or send parcels to the jail? Or should he forbid such a practice? Below are some arguments for and against.

Some administrators use these arguments in favor of permitting prisoners to receive packages:	**But they fail to consider these facts:**
• Food packages provide a valuable supplement to the prisoners' diet.	• Responsibility for providing a properly balanced diet for prisoners belongs with the local government and the jail administrator, not with the prisoner's family.
• Street clothing can be worn by the prisoners in jail and laundering can be done by families and taken back to the jail in packages.	• Whenever possible, uniform jail clothing should be used in jail to reduce ability to escape, to reduce introduction of contraband, and to make laundering *by the jail* an easy procedure.
• Packages from family can be adequately checked to avoid introduction of contraband.	• Countless incidents have revealed that contraband is introduced into jail this way *in spite* of "careful" checks—for instance, a revolver was once smuggled into jail in a box of cookies which a loving wife had carefully opened and then resealed. All fruit in a fruit basket brought by a girlfriend was later found to be injected with alcohol! In other cases, packages have been tied with strings soaked in drugs and have gone unnoticed. The possibilities for introduction of contraband in food parcels are endless.

What is your policy decision on this issue?

• *Control of Weapons*

The recommended system for controlling weapons is that they be stored in a weapons cabinet *outside the jail area*. Jail officers who have studied the *Jail Operations* section have been told of the dangers involved in carrying weapons inside the jail. They have been advised that, except in *extreme* emergencies, carrying any weapon in the jail can be extremely dangerous to themselves. Study the arguments, pro and con, yourself, and then make your policy decision.

Some administrators use these arguments in favor of allowing weapons in jail:	**But they fail to consider these facts:**
• Guns, mace and other weapons provide officers with the feeling that they are protected from hostile prisoners.	• Countless tragic incidents in jails have indicated that the weapon carried for self-protection by an officer can be easily taken from him by a prisoner. That weapon can be used to kill or wound the officer and effect an escape.
• Weapons on jail officers show prisoners "who's boss."	• Carrying of weapons by jail officers represents to prisoners a negative symbol of authority and force. As such, they become a barrier to effective communication between prisoners and officers and frequently cause officers to rely on force and abuse rather than good supervisory techniques.

What is your policy decision on this issue?

_____

_____

Discipline

Concern by the courts for protecting prisoners from capricious and retaliatory punishment has resulted in a growing body of law defining administrative responsibilities in such matters. The jail administrator would be well-advised to formulate a uniform disciplinary policy to be followed by jail officers. To implement this policy, he should also develop a number of disciplinary procedures and devise a system of reporting by jail officers so that he can effectively monitor any punishment undertaken in the jail.

Clearly, prisoners must be informed concerning the behavior that is expected of them while they are in the jail. Rules for their behavior should be carefully defined, stated in positive terms whenever possible, and reviewed regularly by officers and the administrator to determine whether changing situations require revised guidelines for prisoner behavior. For instance, an increasing involvement in community programs will require a definition of rules governing prisoner behavior in the community as well as in the jail.

Therefore, it is recommended that each new prisoner be provided with a set of printed rules which apply *exclusively to his behavior while in jail*. These rules should not be mixed together with general rules for personnel, attorneys and visitors. Combining all jail rules in one list is sloppy administrative procedure and is likely to result in complete ignorance of rules on the part of prisoners. For instance, here is a portion of the printed rules from one county jail:

General Rules As To Conduct Of Prisoners

1. No "Kangaroo Court" or anything similar will be tolerated.
2. No prisoner will be admitted to the jail without proper commitment papers.
3. Juvenile prisoners should be kept separate at all times from other inmates.
4. All prisoners must retire at 10 p.m., cell doors must be locked, and all unnecessary noises thereafter must end.
5. All prisoners are subject to strict and impartial discipline. No special privileges or favoritism will be granted to any prisoner or group of prisoners. Brutal or inhuman treatment on the part of jail officials will not be tolerated.

Which of the above rules apply exclusively to prisoner behavior and provide guidelines for prisoner behavior in jail?

Write the numbers here _____

Turn page to check your answers

Answer:

It is interesting and unfortunate that, although these rules are labeled General Rules as to Conduct of Prisoners, only rules 1 and 4 apply to prisoner behavior; the other rules apply to behavior of jail personnel who supervise prisoners.

It is also interesting to note that it would be impossible for a new prisoner to understand rule 1 unless he knows what a "Kangaroo Court" is. The rule should have explicitly stated that prisoners will not be allowed to join together in groups for the purpose of forcing other prisoners to pay fines to or perform services for other prisoners.

Below is a small portion of a list of rules for prisoner behavior which are posted in a county jail. Notice that these rules contain a clear, positive statement of the behavior expected of prisoners. Also notice that they refer specifically to rules for prisoners; they do not include rules for officers or anyone else connected with the jail.

1. You will be expected to take an active part in keeping your bed and your living area clean according to jail standards which will be explained to you by a jail officer. You will also be expected to follow the regular bathing schedule established for all prisoners.
2. Your stay here can be made less difficult if you try to be courteous and considerate of others. Shouting and loud talking after lights out disturbs others and causes tension and unhappiness. Lights out is at 10 p.m. every night unless a special exception is made. Observance of this rule means that all loud talking and noisy activities must stop and all prisoners must be on their bunks, locked in their cells.
3. The only items you should have in your possession are those supplied by the jail and authorized for your use. Eating utensils will be issued during meals and collected immediately afterwards. Any items which have not been authorized for your use will be considered contraband and you will be penalized for possessing them.

Whenever serious disciplinary situations occur in the jail, it is important that the officer who reports the situation *not* be involved in determining guilt and deciding punishment as well. In our system of justice, we have provided for impartial juries and judges to decide guilt or innocence of an accused person. We do not allow the accuser to decide these matters. The same should be true of the jail situation; the officer who observes or is the object of a serious rule violation should not sit in judgment of the prisoner involved.

When rule infractions by prisoners are serious enough to involve actual punishment such as isolation, loss of "good-time", and loss of recreation privileges, the following is suggested:

In A Small Jail:

All serious infractions should be reported to the jail administrator who should determine guilt and assess punishment.

All punishments should be recorded and records should be filed (in cases where prisoners file suit for "cruel and inhuman" punishment, the jail will have access to a complete record of the punishment and the reasons for it to show the court).

In A Large Jail:

The administrator should appoint a board of two or three persons to hear disciplinary cases. He should receive written reports of all cases and, if he approves the board's recommended action, assign the penalty to the prisoner.

Again, all disciplinary actions should be recorded and records filed (such records can reveal to a good administrator much about jail climate and the morale of prisoners and jail personnel).

If you employ *isolation* as a penalty, it is essential that conditions of isolation meet a number of standards. If the conditions do not meet such standards, it is extremely likely that legal problems will result. Does your jail use isolation as a punishment? If so, check to see if your isolation unit meets the following standards.

Yes No

1. Is isolation cell clean, well-lighted, heated, ventilated and sanitary? Does it, in all respects, meet the standards of the regular cells in your jail?
2. Are isolation cells furnished with clean mattresses and bedding? (In some extreme cases prisoners will tear up all clothing and bedding given to them in isolation and use it to stop up plumbing or clutter their cells. These are the only cases in which an administrator is sometimes justified in taking these things from them.)
3. Are isolated prisoners given the same three meals a day as the rest of the jail population?
4. Are isolated prisoners required to achieve and maintain the same level of personal hygiene as other prisoners? Are isolated persons permitted to retain essential personal items such as eyeglasses, false teeth, and toilet tissue?
5. Are isolated persons allowed essential drinking water?
6. Are isolated persons given an opportunity to exercise?
7. Is early release from isolation used as an incentive for good behavior?
8. Is the isolation unit supervised and checked at least every half hour?
9. Are sick call opportunities made available to persons in isolation?
10. Are writing and visiting privileges granted to persons in isolation? (Only in extreme situations—when a prisoner is violent and dangerous, for instance—should visiting privileges be removed.)
11. Are adequate records kept which include
    - reason for isolating person
    - date isolation began
    - details of prisoner behavior in isolation
    - date of release from isolation

If you can honestly answer YES to all of these questions, you have taken the necessary steps to ensure that the isolation unit in your jail can provide humane shelter for prisoners. If you answered NO to any of the questions, you should make the necessary changes in your isolation unit, otherwise, you may be inviting intervention by the courts.

Emergency Procedures

If a serious emergency occurred in your jail tomorrow, would your personnel know what is expected of them? Would they be able to perform planned emergency procedures in a controlled, professional manner?

It is extremely important for each jail officer to be able to follow a pre-arranged plan for every type of emergency which could occur in the jail. On the next few pages are suggestions which jail administrators are advised to employ in developing such plans for dealing with emergencies which might occur in the jail. If you have already established a number of emergency procedures for your jail, review your procedures and compare them with those suggested here.

• *Escape Procedures*

Checklist

- When was the last time that you reviewed your jail's emergency procedures to be followed in the event of an escape? _____

  If it was more than a year ago, a review is overdue.
- Do all of your staff members receive training in the procedures to be followed in the event of an escape? _____ Do you frequently check to see that they know what their particular duties are? _____ How often do you check? _____ You should check several times a year.
- When was the last time an escape was attempted or actually successful in your jail? _____
- Have any security weaknesses been corrected since that time? _____ If not, why not? _____

_____

_____

_____

_____

When developing emergency procedures to be used in the event of an escape, the jail administrator must make plans that cover three eventualities:

- Word might have been received that a prisoner, or group of prisoners, is in the process of planning an imminent escape.
- The escaping prisoner, or prisoners, might not have left the jail yet.
- The prisoner, or prisoners, might have successfully escaped from the jail premises and might be on the run.

When planning the specific procedures to be followed by jail officers in any of these eventualities, the jail administrator should consider these important points:

Step One: Sounding The Alarm

Escape still in planning stage	Escape in progress, escapee still inside the jail	Escape successful, escapee(s) on the run
• The officer who learns of escape plans must alert all jail personnel immediately.	• Jail officers must know how to inform all personnel of situation (preferred alarm equipment: phone, intercom, radio; an alarm bell causes unnecessary tension)	• All nearby law enforcement agencies must be alerted to situation.

Step Two: Mobilizing Resources

Escape in planning stages	Escape in progress, escapee still inside the jail	Escape sucessful, escapee on the run
• Officers must be organized to conduct immediate shakedown of cell area.	• One officer must contact off-duty personnel if extra help is needed (phone numbers should be available always).	• All nearby law enforcement agencies should be informed of how they can lend assistance in search effort.
• Officers must see that prisoners involved in escape plans are separated and/or isolated.	• All nonessential duties should be abandoned and personnel reassigned to special posts.	• News media should be informed and given details of prisoner identities and other pertinent details (direction of escape route, etc.).
	• All tools or potential weapons should be locked up or taken out of sight.	• Descriptive information and identification of escapee(s) should be prepared for immediate distribution to neighboring jurisdictions.

Escape in progress, escapee(s) still inside the jail	Escape successful, escapee(s) on the run
• If officer or any official is taken hostage, staff must not comply with prisoners' orders to release them from jail. Likewise, any orders by the hostage to release them should not be followed. (Danger to the hostage is increased when prisoner is allowed to take him outside of jail.) • Use of weapons should be authorized *only if absolutely necessary*. Authorization should be given only by jail administrator or chief officer and *only under extreme circumstances*, and when there is little chance that escaping prisoners can take these weapons away from officers.	• Person in charge of communications center should keep one line clear for incoming calls from emergency posts outside jail or for relaying important messages to these posts and other agencies participating in the search. This person should also be authorized to give press releases and answer inquiries from news media or other law enforcement agencies. • A careful investigation should be begun in the jail to uncover any clues which might aid the search. Prisoners might be interviewed to provide any important details of the escapee's plans.

Step Four: Ending The Alert

Escapee apprehended	Escape successful, prisoner not apprehended
• When escapee(s) is apprehended, all agencies involved in the search or in standby alert should be informed immediately. • Apprehended escapee(s) and other accomplices should be interviewed only on the advice of a prosecuting attorney—and care should be taken that rights of suspect(s) are not infringed upon.	• If search is to be discontinued, all persons involved in search effort should be informed.

- If escape has involved property damage such as bar-cutting or window damage, photographic and written records should be made and all evidence gathered.
- All damaged security equipment should be repaired to prevent a repeat of escape attempt by other prisoners.
- The jail security system should be re-evaluated to determine where the lapse occurred and how it can be avoided in the future. Study should include an investigation of:
  - all security equipment
  - all security procedures
  - personnel performance of security procedures
- Corrections and improvement should be made in the security system if recommendations reveal that they are necessary.

Note:

Most jails could use at least some improvement in their escape plans. Before continuing, stop and think of how your escape plans might be improved. List your ideas for improvement while they are still fresh in your mind.

• *Riot Emergency Procedures*

Checklist

When was the last time that you reviewed your jail's emergency riot plans? _____

If it was more than a year ago, a review is long overdue

Do your staff members know what their duties are during a riot? _____
Have they all received training in riot procedures? _____ Are their skills for dealing with riots updated and reviewed regularly? _____

Is all riot equipment kept in working order and inaccessible to prisoners? _____

Have you ever experienced a riot or disturbance in your jail? _____ If so, was your staff confident and well trained to deal with it? _____

Emergency plans to deal with riots in the jail should be developed with the following objectives in view:

- To control rioting with minimum danger to personnel, other prisoners and rioters
- To prevent escapes during rioting
- To protect property as much as possible during rioting

When planning specific procedures to be followed by jail officers during a riot, the jail administrator should consider these important steps:

Step One: Containment

- Whenever the disturbance begins, officers must move quickly to localize it and prevent the disturbance from spreading to other parts of the jail. Personnel should be assigned to emergency posts and off-duty employees called back to the jail. If the disturbance occurs in a cellblock, containment can be effected by:
  - closing off the area
  - assigning personnel to key posts
  - keeping all uninvolved prisoners out of the area
- If the disturbance begins in a dining room or recreation area, containment is more difficult because the area is larger and more difficult to close off. In such a situation, prisoners who are not participating should be given an opportunity to leave the area and return to their living areas. Then, officers should:
  - close off the area
  - move to their assigned emergency posts

Step Two: Establishing Control

- If prisoners are destroying property and are not attacking jail personnel or each other, it is often best to simply allow them to continue until their energy is spent.
- If prisoners are fighting with each other, attacking officers or lighting dangerous fires, officers must be given orders to intervene in order to prevent injuries and subdue rioters. Several methods are used to actively subdue rioters. These are:
  - Use of Force. This is only possible when there are enough officers available to outnumber prisoners and control them without further violence. If officers do not outnumber the rioting prisoners, injuries to prisoners and officers are bound to result. Good riot emergency plans always include establishing an agreement with other nearby law enforcement agencies to provide assistance when called for by the jail.
  - Riot Squads. When officers have received thorough training in riot and crowd control techniques, disturbances can be ended swiftly and with a minimum of injury. The jail administrator should make certain that the jail staff receives this type of training.
  - Use of Gas. This is an effective method of controlling serious disturbances; however, it is essential that some members of the jail staff receive *thorough training in the use of gas and that its use is authorized only by the jail administrator and is not used indiscriminately.* When gas is used, it is essential that exits be made available for the dispersing crowd and that proper ventilation be provided to eliminate the danger of gas lingering in a closed jail.
  - Water. When not used for putting out fires set during disturbances, water hoses can be effectively used to disperse crowds of prisoners. Again, it is *essential* that officers be trained in its use because water, if used while on high pressure, can cause serious injury.

Step Three: Post-Riot Procedures

- As soon as the riot is under control, a count should be performed to determine if anyone has escaped.
- Any damage done to security equipment should be immediately repaired.
- If gas has been used in a cellblock, prisoners should be moved out and the area ventilated.
- Work crews should be assigned to cleaning up riot debris.
- Each officer who witnessed the disturbance should be required to submit a list of possible participants and his description of the event. In addition, any suggestions concerning the cause of the disturbance should be noted by the officers.
- Effectiveness of riot procedure and performance of personnel should be evaluated by administrator.

• *Emergency Fire Procedures*

Checklist

- When was the last time that you required your staff to run through a fire drill? _____ If you haven't had one within the last six months, it is time to do so now.
- Do your staff members know what they must do in the event of a fire emergency? _____ Do you make sure that all new staff members receive training in jail fire emergency procedures and that the skills of experienced staff members are reviewed and updated regularly? _____
- Is all fire equipment in your jail inspected several times a year and kept in good working order? _____
- Have you ever had a fire emergency in your jail? _____ If so, was your staff trained to deal with it quickly and efficiently? _____

When planning specific procedures to be followed by jail officers for the purpose of preventing or dealing with a fire emergency in your jail, you should consider these important steps:

- Make sure that fire inspections are conducted annually in your jail by a fire marshal.
- Identify all fire exits for all prisoners and jail officers.
- Conduct regular (several times a year) inspections of fire extinguishers, fire hoses, hydrants, etc.
- Make sure that all staff members know the location of keys for fire equipment and hydrant wrenches. Also inspect frequently to see that these things are consistently kept in their assigned locations.
- Designate an area outside the jail into which prisoners can be evacuated in the event of fire.
- Make sure that all jail officers receive training in fire emergency procedures—also, make sure that training is repeated often to refresh skills.
- Identify agencies to be called in case of fire and see that emergency telephone numbers are kept next to all jail telephones.

- *Emergency Procedures for Civil Emergencies*

The jail must often play an important role in the event of civil emergencies such as civil disorder and civil disaster. For this reason, it is essential for the jail administrator to plan for certain eventualities and coordinate his plans with those of other community agencies which may also be involved in dealing with these emergencies.

Civil Disorder

Group protest or riots may result in the detention of large numbers of persons or in the necessity to provide trained personnel to assist in crowd control. Planning for these possibilities should include the following important points:

- The jail administrator must assess the jail's capacity for detention of large populations which include juveniles and women as well as men. If he determines that the jail could not house large groups, he should work with persons from other agencies to determine where these persons could be housed on a temporary basis.
- If the jail must be responsible for processing and controlling a large number of people at one time, the jail administrator should develop an emergency procedure which allows for expediting of:
  - record-keeping
  - bail procedures
  - contacting attorneys
  - court appearances and schedules
  - visiting
  - feeding

Other details to be considered when planning procedures to be used during civil disorder can be found in an *Emergency Detention Manual* published by the Bureau of Prisons, which will be sent upon request.

Note:

In some jurisdictions, jail personnel must be made available to local law enforcement authorities for crowd control outside the jail. If this is a possibility in your jurisdiction, it is essential for the jail administrator to ensure that his staff receives essential riot training and equipment.

Civil Disaster

Floods, forest and brush fires, and earthquakes require the coordinated efforts of almost every available community agency. Naturally, the jail will be expected to participate in any way it can. The jail facility can be used to provide emergency food and shelter to disaster victims and, if it has an extensive communication system, it can serve as a command post for rescue operations. In addition to offering the use of the jail facility and essential manpower, jail personnel and prisoners can offer vital assistance in rescue operations and, in emergency operations, can assist in fighting fires, stacking sandbags, reinforcing levees, etc.

MEDICAL PROGRAM

How complete is your jail's medical program? Put an X next to all the elements described below which are now included in your medical program.

A full or part-time physician
A full or part-time dentist
One or more nurses or medical-corpsmen
An arrangement with community hospitals or clinics, state and local health departments, and other public health authorities for assistance in medical treatment
Provision for immediate medical screening of all new prisoners and for a physical examination within a reasonable time following admission (within 24 hours)
Isolation facilities for prisoners suffering from contagious illness (or arrangements in community where these persons can be taken)
A jail infirmary (or other area where medical exams can take place)
A daily sick call
Employee training in first aid and emergency treatment to give before a doctor arrives
Maintenance of a complete medical record for each prisoner
Control of all medications, needles and other medical equipment (locked up and carefully supervised by jail officers)
Maintenance of good sanitation practices throughout the jail
Maintenance of good physical hygiene by all prisoners (regular bathing)
Arrangements for psychiatric services
Arrangements for after-release care for prisoners whose health problems have not been corrected before release

Not all jails are able to develop a medical program as complete as the one outlined. Perhaps yours is just such a jail. However, even if your jail does not have an infirmary, and does not have a doctor who visits the jail daily or works there full-time, it is essential for you to make up for these deficiencies by making specific arrangements with community health services to fulfill the bulk of the jail's medical requirements.

- *Medical Records*

A basic requirement for *every* jail medical program is maintenance of detailed medical records and careful control of medicine and medical equipment kept in the jail. Complete and detailed medical records serve two important purposes. These are:

- Any physician called upon to examine the prisoner either in the jail or in a community health facility will be able to learn valuable information about the prisoner to help him in diagnosing or treating an illness.
- When prisoners claim to have been injured or neglected during confinement, complete medical records serve as evidence to refute false claims.

What should medical records consist of? Since you are the one responsible for seeing that record-keeping systems are either instituted or improved upon, you should review the medical record system in your jail and check to see if the following elements are included:

YES NO

Description of prisoner's condition at time of admission to jail (all cuts, bruises, injuries and abnormalities which are apparent described in detail and signed by officer making description)

All orders given to jail officers by doctors concerning care of particular prisoners written and signed by the doctor and kept on file

All administration of medicine to prisoners recorded by time, date, and name of officer giving dosage

If a doctor has been called concerning a certain prisoner, a record made which includes name of the officer making the call, the time and date of the call, and the reason for calling

If anything is known of the prisoner's past medical record, details recorded and kept on file

If the prisoner becomes ill while confined, or is injured in some way, details and pertinent dates recorded and filed

Prisoner's condition upon release described in detail, record signed and filed by releasing officer

If your procedures for keeping medical records do not include all of these elements, you should take the time to re-evaluate and upgrade your system of medical record-keeping.

• *Control of Medicine and Medical Equipment*

Do you insist that the jail medicine and medical equipment supply be carefully controlled in your jail? Answer the following questions:

YES NO

Does your jail have a locked cabinet or safe where medicine and medical equipment (hypodermic needles, etc.) are stored?

Do officers in your jail keep a careful record indicating the amounts of drugs purchased, amounts dispensed, and amounts on hand?

Is a regular inventory of the drug supply made by a jail officer and periodically checked by the jail physician?

Do officers in your jail carefully write down the physician's instructions describing how to give each drug, how often, under what conditions, and to whom?

If you cannot answer YES to all of the above questions, you should take steps to tighten control over medicines and medical supplies in the jail.

• *Sick Call*

Administration of sick call in the jail is one of the critical aspects of the jail operation. Neglect of a prisoner's health needs can lead to severe illness or even death. And since you are responsibe for the welfare and safekeeping of each prisoner, proof of negligence *can* bring serious legal consequences.

As a rule, each jail with a population of 25 or more should hold a sick call *daily* (smaller jails can manage with twice-weekly sick calls). These should be held for the following purposes:

- To provide medical attention to all prisoners who report medical complaints.
- To provide a medical examination for new prisoners within 24 hours of admission.

Now answer these questions about the sick call procedure in your jail:

YES NO

Are all prisoner medical complaints forwarded by jail officers to a medical authority?

Are medications administered only when prescribed by a doctor?

Is pill-taking carefully supervised by jail officers to see that:

- each prisoner receives the correct dosage at the correct time
- each prisoner *actually swallows* the medication and does not hoard it

If you answered No to any of the above questions you should take steps to improve your jail's sick call procedure.

List the steps you will take:

_____

_____

_____

_____

_____

FOOD SERVICES

What system are you using in your jail to serve food to prisoners?

central dining (cafeteria)
dayroom dining
food service to individual cells

Each of these serving methods involves special administrative problems. As jail administrator, you should be aware of the problems involved and seek ways in which you can change or improve upon the system you are now using. On the next page is a chart which should serve as a guide to you in evaluating your present food serving operation and should suggest ways in which you can improve serving practices which you determine to be inadequate or poorly supervised.

CENTRAL DINING ARRANGEMENTS	DAYROOM OR CELL DINING ARRANGEMENTS
• The rules of prisoner behavior in the dining room must be clearly defined. Rules should deal with three critical areas: – prisoner behavior in serving line and while eating – necessity for prisoners to return all eating utensils before leaving dining room – behavior of prisoners serving food (fair distribution of food to all prisoners) • General supervision of dining room should be accomplished by stationing jail officers at key locations throughout the area or by assigning officers to circulate around these critical areas: – serving line – area where dishes and utensils being returned • Care should be taken that the following persons should not be considered for food service duties: – prisoners with poor habits of personal cleanliness – prisoners with skin diseases or other unattractive outward disabilities – prisoners with communicable illnesses of any sort or with poor health records – prisoners who are generally resented by other prisoners because they are sex offenders or homosexuals	• Special attention should be given to the problems involved in keeping food hot (or cold, as the case may be) throughout serving period — food that has become cold (or too warm) during the serving period can cause prisoner unrest and tension. • Jail officers must be assigned to accompany all food cart operations to prevent prisoner servers from showing favoritism in serving practices or delivering food too slowly and inefficiently. • Care should be taken that the following persons should not be considered for food service duties: – prisoners with poor habits of personal cleanliness – prisoners with skin diseases or other unattractive outward disabilities – prisoners with communicable illnesses of any sort or with poor health records – prisoners who are generally resented by other prisoners because they are sex offenders or homosexuals • Return of all eating utensils and uneaten food should be carefully supervised by jail officers who accompany food service carts.

Has this chart pointed to any deficiencies in your food service system? If so, what steps will you take to correct these deficiencies?

• *Menu Preparation*

As a professional jail administrator, proud of your accomplishments and your jail's programs, you should not be content to use a strict budget as an excuse for monotonous menus or poorly prepared food. Food becomes very important to people in confinement; the methods of planning and preparing for food service can have as dramatic an effect on prisoner attitudes as your most important jail programs.

Some menu planners think that by buying starchy foods and by capitalizing on sales of unpopular food items, they will "kill two birds with one stone." That is, they think they will save money for the jail and will meet feeding requirements at the same time. This type of reasoning is often faulty. For instance, although starchy foods are generally cheaper than other types, they generally are the cause of prisoner complaints about monotonous and poorly prepared foods. Prisoners often waste these foods and, even when they do eat them, they fail to receive most of the nourishment which other types of foods offer (a varied, nutritional diet is especially vital in jails where juveniles must be held). Also, although it is generally recommended policy for an administrator or purchasing officer to take advantage of sales, it is foolish to buy unpopular food items such as those which will be rejected by prisoners and will constitute a severe waste of food and money. Such waste will not occur when more popular food items—even if more expensive—are purchased.

Administrators of jails that are too small to have their own food services have often shown ingenuity in seeking ways to provide varied and sufficient food for prisoners. Some of these jails contract with local restaurants to provide meals, and others have found that frozen TV dinners and other prepared frozen foods that have been overstocked in local stores can be purchased at a discount and served to prisoners with little trouble and usually to the satisfaction of both prisoners and staff.

If yours is a larger jail with facilities for food preparation, you should seek help in the community in developing varied, appealing menus at the least possible cost. Skilled professional dietitians are available in the community to assist any jail administrator who is willing to seek aid in planning food services. Such persons can usually be found in the following places:

- county or city hospitals
- public school systems
- local colleges and universities
- departments of public health
- some large industries with food service for employees
- local gas and electric companies

• *Special Menus*

It is considered good practice to offer special menus in jail on traditional holidays. Naturally, traditional Thanksgiving and Christmas menus are most commonly planned for jail prisoners. In addition, in jails where prisoners wish to observe religious laws which prohibit certain foods (for instance, pork is prohibited by the Jewish and Moslem religions), a reasonable effort should be made to arrange for preparation of alternatives to these food items when they are being served.

Prisoners with medical problems often must have special foods prepared for them. Their diets, as outlined by a doctor, should be viewed as an important part of the jail's medical program. Diabetics, persons suffering from ulcers, and cardiac patients may all require special diets. However, careful supervision of this group and a strong policy of cooperation with the doctor who prescribes these diets should be established as a means of preventing prisoners who do *not* have these problems from joining the special diet line also.

Checklist

Read the following list and evaluate your jail's system of menu planning and food preparation by indicating next to each suggestion whether your present policy is adequate or needs improvement. If you do this, you should be able to develop some ideas for improving your present system.

ADEQUATE	NEEDS IMPROVEMENT	
		• Prisoner eating habits are carefully considered when planning menus; unpopular items are not served or purchased again.
		• Care taken in purchase of bargain items to determine if: – items will be eaten or simply wasted – bargain meat is a good buy; not simply bone, gristle and waste with little nutritional value
		• Fresh vegetables and fruits bought in season when prices are lower (often these things can be frozen or canned for future use)
		• Bulk purchases are made only when storage and refrigeration facilities are available (some jails rent food lockers for refrigeration space)
		• Professional dietitian help used in planning varied and nutritional menus
		• Reasonable complaints about food investigated and steps taken to correct problems
		• Special holiday meals planned and special medical diets carefully adhered to

SANITATION

As jail administrator, you are responsible for setting high standards for jail sanitation and for providing proper equipment and supplies for maintaining these standards. The questions below cover a number of basic measures which you should take to protect your jail from unsanitary conditions. Answer these questions honestly, with a view towards evaluating your jail's sanitation procedures.

YES NO

Are covered, leakproof, nonabsorbent containers provided for storage of your jail's garbage until it is disposed of?

If garbage must be stored for more than one day at your jail, has a special enclosure been provided for storage of garbage containers?

Have special brushes, can-washing machines or other cleaning equipment been provided for regular cleaning of garbage containers?

If food is served in cells or dayrooms in your jail, are jail officers instructed to inspect regularly to see that no leftover food is kept in these areas?

Is proper screening provided and used to keep insects out of the jail?

Are regular inspections made to determine if rats and vermin are present in the jail? If found, are exterminators or the local health department consulted to determine the proper extermination method to use?

Are jail personnel instructed to carefully examine new prisoners and clothing for vermin? If they find vermin, do they follow established procedures for getting rid of lice or other vermin?

How many of the procedures described above are now practiced in your jail? If some of them are not practiced, you should plan to upgrade your sanitary program.

JAIL CLOTHING

Earlier in this section, when clothing and food parcels were discussed, it was mentioned that, whenever possible, jail clothing should be supplied by the jail. use of street clothing is poor policy. The reasons for this are stated below

- Even if prisoners and their clothing are carefully searched at admission, it is still possible to overlook contraband which might be hidden in street clothing
- A prisoner wearing street clothes is an escape risk. his chances of walking out of the jail unnoticed during visiting hours are very great
- Street clothing can be used for trading among prisoners and for gambling. In some instances, expensive clothing worn by a young or inexperienced prisoner might encourage more experienced prisoners to "strong-arm" him and steal his clothing
- Street clothing might be infested with lice or be otherwise unsanitary and might be a source of infestation for the entire jail

YES NO

Do the prisoners in your jail wear uniform jail clothing?

If your answer was NO, you should consider changing this policy. Suggestions for uniform jail clothing are

- Coveralls (in areas where the jail becomes hot and humid in the summer months, these are not recommended)
- Plain cotton dresses for female prisoners
- Rented uniforms — some companies provide a rental service which includes pickup, delivery, laundry and repair of rental clothing
- Military surplus fatigue trousers and T-shirts
- Tennis shoes (these are recommended for use with all prisoner uniforms)

• *Laundry*

Whether or not your jail provides uniform clothing to prisoners, all prisoner clothing, as well as bedclothes and towels, must be laundered regularly. Many jail administrators arrange to have dirty laundry sent to laundry services available at other local institutions (some send it to state prison laundry operations). Other jail administrators prefer to establish a small laundry operation at the jail to provide work and training to prisoners who would be otherwise unemployed while in jail. Still other, smaller jails have a system which permits prisoners to wash their own clothes in a jail washer-dryer to which they have access on a regular basis.

No matter what system you use for laundering clothing, bedclothes and towels, your system must provide

- frequent changes of clothing, bedding and towels for prisoners
- the most efficient, least expensive means of laundering available to the jail
- a means of returning prisoners to the community in clothing that has been freshly laundered

What improvements (if any) are needed in your jail's laundry system?

JAIL MAINTENANCE

Buildings can deteriorate rapidly when not kept in good repair. Aside from the security risks which are inevitable in a poorly maintained building, the costs of repairing extensive deterioration are often a great burden on the community. As jail administrator, you should take the responsibility for developing procedures designed to detect building and equipment deterioration in the early stages and provide needed repairs. A suggested policy for you to follow is:

- require jail officers to report any deterioration and needed repairs which they notice during their routine security checks of the jail;
- appoint an inspection committee of jail officers and make members responsible for determining where maintenance and equipment repairs should be made and submitting a detailed report to you for immediate action (you can make their job easier by developing detailed checklists to guide their inspections);
- review maintenance records often to determine which areas need frequent repairs and should receive regular attention.

RECORDS AND REPORTS

Throughout this course, you will notice the importance of maintaining accurate and uniform records of all jail activities. Such records can be invaluable as a means of evaluating past performance, making plans for future programs and procedures, documenting administrative actions for use by the courts or other decision-making bodies, and assessing the causes of all serious incidents which occur in the jail so they can be avoided in the future. Although jail officers are largely responsible for routinely keeping records of all activities in the jail, you are responsible for seeing that procedures for record-keeping and writing reports are carefully defined and are seriously followed by all jail officers.

On the next few pages, key information needs will be outlined briefly. You should study these needs carefully and then determine whether your jail records are meeting these basic requirements or whether you should take steps to see that they will be met in the future.

The following is a basic list of details which should be included in your jail's records. Check the YES column if your officers record a detail that is listed; check the NO column if they do not include a detail that is listed.

YES NO

POPULATION RECORDS

- *Admission*

Number of actual commitments to the jail (number detained and number sentenced)
Ages of persons actually committed to the jail
Sex of persons committed to the jail
Specific charges against persons committed to the jail

- *Release*

Number of persons released from jail
Specific reasons for release (bail, completion of sentence, death, release to other authority, etc.)

PROGRAM PARTICIPATION RECORDS

Number of persons participating in each program
Number of persons who complete each program
Test scores of those participating in programs involving testing
Number of persons who drop out of program before completion
Reasons for each drop-out
Any other information relevant to program which could be used in evaluating success

DRUG USE RECORDS

Federal law requires periodic reports on use of narcotics; forms provided for this purpose should be filled out every time narcotics are administered by a doctor in the jail.

MEDICAL RECORDS

Number of sick calls held
Number of persons seen during each sick call
Name of doctor conducting each sick call
Number of referrals made during each sick call (to hospital or mental health agency)
Purpose of each referral (X-Ray, mental evaluation, etc.)
Number and date of emergency calls made to doctor and reason for each
Number and date of emergency visits to jail by doctor and reason for each
Medication purchased and dispensed
    kind
    amount
Individual medical records for each prisoner

YES NO

FOOD AND SUPPLY RECORDS

Detailed list of supplies purchased (paper napkins, sheets, soap, etc.)
Detailed list of food items purchased (kinds and amounts)

MACHINERY AND EQUIPMENT RECORDS

Maintenance history of all machinery and equipment (type of equipment, repairs needed, frequency of repair, costs, etc.)

DISCIPLINARY RECORDS

Type of infraction
Disciplinary action taken
Name of prisoner
Name of officer reporting infraction
Details of infraction
    witnesses
    relevant details

DETENTION RECORDS

(to be submitted weekly to court administrator)

Number of persons detained in jail
Amount of time each person has served awaiting trial (from time of commitment)

If you are typical of most administrators, and face the problems found in most jails, this chapter has helped you identify at least a few deficiencies in the way your jail is now being administered. The chapter has also given you the guidelines upon which you can build an even better program within your jail.

As stated in the introduction, this course will not provide pat solutions for your problems; rather, it provides a detailed analysis of your role and encourages you to think carefully about how to solve the problems you face. The analysis, the guidelines, the discussions in this course are designed to *assist* you; the primary responsibility for defining your objectives, for planning to reach those objectives, and for management and control in your jail must be yours.

The chapter you have just studied can be of immeasurable value to you in improving the efficiency and effectiveness of your administration, but only if you put it into action. Apply what you've learned and you can eliminate or minimize problems, you can fulfill your role more effectively and with less effort.

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